# Department of Human Resource Management

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| **Executive Director:** | Jeff C. Herring |
| **Divisions:** | Administration<br>Field Services<br>Policy and Planning<br>Performance Management and Development |
| **Full Time Employees:** | 182 |
| **Contact Information:** | http://www.dhrm.utah.gov/<br>(801) 538-3025 |
| **Mission Statement:** | The Department of Human Resource Management's (DHRM) mission is to develop, implement, and administer a statewide program of human resource management that aids in the efficient execution of public policy, fosters careers in public service for qualified employees, and assists state agencies in the performance of their missions. |

**Emerging Issues and Strategic Focus:**

There are three human resource issues that will impact the State's workforce over the next 5-10 year span: 1) demographic changes in the general population, 2) competition for a shrinking labor pool, and 3) managing the liability associated with human resources. Perhaps the most important demographic change is the impending retirement of aging workers. This change will result in a loss of critical skill sets and institutional knowledge for the State. Additionally, the resulting labor shortage will force the State into greater competition for fewer available workers.

Workforce liability and management of that liability also will continue to be issues for the State. This liability stems directly from the various federal and state employment laws by which the State must abide as an employer. It is anticipated that the number of regulations associated with such laws as the Family and Medical Leave Act (FMLA), Americans with Disabilities Act (ADA), homeland security, and others will continue to increase rather than decrease.

The issues discussed above have a direct impact on the State's workforce. The State must address these issues in order to attract, retain, develop, and manage the workforce it needs to provide value to its citizens and improve government performance now and in the future. DHRM has identified the following strategic initiatives designed to assist the State as it faces these issues.

## Governance

- Provide agency managers with decision-making tools such as analytics, reports, and consultation to aid them in developing effective human resource strategies to accomplish agency strategic goals and objectives

- Increase efficiency of the State's workforce to keep growth of the workforce at a lower rate than the general population

- Develop and implement recruitment approaches, systems, policies, and procedures that aid agencies in attracting qualified candidates for employment with the State

- Work closely with the governor and Legislature to develop and implement a total compensation system to reward state employees for their performance. This system will be competitive, flexible, and aligned with agencies' strategic goals and objectives

- Work with agencies to create and sustain an environment supportive of employee engagement in order to retain a highly qualified and skilled workforce

- Develop opportunities that enable employees to gain skills and knowledge to enhance individual and organizational capabilities and achieve organizational objectives

- Reduce liability through consultation with, counseling, and educating agency management on liability issues